



# **The Corporate Learning Factbook® 2008**

*Statistics, Benchmarks and Analysis  
of the U.S. Corporate Training Market*

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## Introduction

Our *2008 Corporate Learning Factbook* provides a number of insights into the current state of the U.S. training industry. The findings from this year's study indicate that corporations are continuing a healthy investment in the training function, albeit at a more modest rate. The findings also demonstrate that training organizations are maturing in their use of learning technologies and cutting-edge groups are utilizing new approaches to better address the learning needs of younger workers.

This report provides an in-depth look at the spending, staffing and programs of U.S. learning organizations. The study offers the most comprehensive analysis available today – providing detailed benchmarking data on training budgets, headcount, resource allocations, delivery methods, technology usage and outsourcing activities.

Specifically, the report provides data broken out by company size and industry on the following:

- Current year training budgets and staffing, with trends over time;
- Learning program budget allocations;
- Learning delivery methods, with trends over time;
- Usage of learning technologies; and,
- Outsourcing practices and trends.

Our analysis draws primarily from survey data collected in August 2007 through a study conducted in partnership with *Training Magazine*. For additional details regarding this study, please see "Appendix I: Study Methodology."

While this report contains ready-to-use information for planning purposes, we also realize there are many ways to interpret this data. Bersin & Associates provides advisory services to help readers understand and use this information to create a world-class training organization. Please contact us at [info@bersin.com](mailto:info@bersin.com) or visit [www.bersin.com/benchmarking](http://www.bersin.com/benchmarking) for more information.

## Our Differentiation

We realize there are a number of reports available today with data on the training industry. What makes our study different?

First, our study contains a broad sample of respondents that accurately reflects the U.S. training industry. As shown in the “Study Methodology” section, we surveyed a large number of respondents from all company sizes and industries. The data is weighted according to the Dun & Bradstreet distribution of companies, so that the figures provide an accurate representation of the U.S. training market. Other studies available today survey only a small slice of the market – for example, only large enterprises or companies that are deemed “best” in their individual categories. Although they provide interesting data, these studies do not provide a representative view of the entire training industry.

Second, we use stringent quality control procedures in analyzing the data. Each respondent’s answers have been checked for consistency. If errors were detected, the individual was contacted for clarification or the responses were deleted from the survey analysis. This level of rigor is crucial to maintaining accurate data.

Finally, the level of detail and analysis clearly set this report apart from other studies. Our experienced analysis is geared toward helping the reader understand the data and why a particular trend is occurring.

We want to thank all of the people who participated in this study. Without the diligent data gathering efforts of hundreds of training managers across the country, this report would not be possible. We also want to thank the editor of *Training Magazine* for her help in making this study a success.

As always, we welcome your feedback on this report. Please feel free to contact us at [research@bersin.com](mailto:research@bersin.com) with any questions or comments. The input from our readers is vital in helping us to shape next year’s study.

Josh Bersin

Chief Executive Officer, Bersin & Associates

## How to Use This Report

This study contains a wealth of data from which training executives can benchmark their organizations. Data is presented in charts throughout this report and summary tables are provided in appendices at the end of the report.

To make the most use of this report, we recommend that you gather the following figures for your organization.

- 1. Training Budget:** Your training organization's fiscal year training budget. This does not include staff payroll, but should include learning technology spending.
- 2. Training Staff Payroll:** Total annual payroll for training staff personnel.
- 3. Number of Training Staff:** This includes all personnel assigned to the training function, such as training managers, instructors, content developers, administrative support and additional personnel assigned to training.
- 4. Annual Training Hours Consumed:** If the number of training hours consumed is not available in your learning management system (LMS), you may calculate the number as total course enrollments multiplied by the average course length. Then divide by the number of learners.
- 5. Number of Learners:** The number of learners served by your organization, both internal (employees) and external (customers, partners, contractors.)

With these standard metrics, you can perform first-level benchmarks, comparing your organization with the data in this report. We have included appendices at the end of this report containing hundreds of data elements grouped by industry and company size.

Ideally, you should benchmark your organization against its peers; organizations of similar size and in the same industry. For these more detailed metrics, Bersin & Associates provides benchmarking services. Our research database contains more than two million data elements describing the training industry. If you would like to benchmark your

organization against similarly sized organizations in your industry, please contact us.<sup>1</sup>

For more information on our studies, visit the Bersin & Associates Research Store at <http://www.bersin.com/factbook> or read about our enterprise learning research membership program at <http://www.elearningresearch.com>.

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<sup>1</sup> Benchmarking services are available through our research membership program or through our advisory services. For more information, please visit [www.bersin.com/benchmarking](http://www.bersin.com/benchmarking).